

**SECRET  
EYES ONLY**

FILE

*Personnel 12*

6 OCT 1964

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Report on CIA Personnel Evaluation Board

1. Pursuant to your request I am submitting a status report on the activities of the CIA Personnel Evaluation Board which was established by General Carter's directive of 30 May 1964, a copy of which is attached.

2. As you know, the Personnel Evaluation Board replaced the former Agency Disposition Board, the initial impetus for such action deriving from General Carter's memorandum of 13 March 1964, in which I was directed to "conduct a thorough investigation of any case which comes to our attention which raises questions of suitability for continued employment ...". It was considered advisable to broaden the scope of the Disposition Board as a mechanism for assisting me in carrying out this directive.

3. Subsequent to the issuance of the 30 May memorandum, the Personnel Evaluation Board met three times, reviewing a total of eight cases. In all of these cases except two, medical factors were predominant. In five of the eight cases, excessive drinking appears to have played a significant role. Two of the eight cases reviewed are being resolved through disability retirement. One will be resolved through reassignment. One individual resigned subsequent to Board review, and four cases are still in process or suspended for further review at a later date.

4. As the Board continues to function, I intend to refer to it cases involving questions of suitability not necessarily relating to medical factors. It is also my intention to present to the Board for their consideration cases involving general suitability questions of Agency-wide significance, such as cases of chronic indebtedness, problems of serious domestic difficulties, and so forth. Obviously, it will take some time and a degree of educational effort to achieve some acceptance of this new role on the part of the various elements of the Agency.

5. One problem we have encountered to date in implementing actions agreed upon by members of the Board relates to the particular Career Service either objecting to the agreed upon course of action or selecting a different course of action following the meeting. This has occurred in two of the eight cases which have been considered to date. Although the individual's Career Service is represented at the meeting, circumstances may develop in such a way following the meeting as to nullify the course of action agreed upon at the meeting. This matter we must, of course, continue to work on. Occasionally, it may be necessary for this office to submit a recommendation to the Deputy Director of Central Intelligence as to the disposition of a suitability case which may not have the full concurrence of the Head of the particular Career Service.

Emmett D. Echois

Director of Personnel

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Excluded from automatic  
downgrading and  
declassification

ATTACHMENT

3:Q MAY 1964

**MEMORANDUM FOR:** Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support  
Director of Finance  
Director of Personnel  
Director of Security  
Chief, Medical Staff  
General Counsel

**SUBJECT :** CIA Personnel Evaluation Board

1. I have determined that the existing Agency Disposition Board, which for a period of years has advised the Director of Personnel with respect to certain suitability cases, should be replaced with a Board having greater scope in the matter of advising on questions of suitability for Agency employment. The new Board is to be called the CIA Personnel Evaluation Board and will be composed of the following:

**Chairman :** Director of Personnel

**Permanent Members:** Director of Security  
Chief, Medical Staff

**Temporary Members:** The Head of the Career Service having jurisdiction over the employee, or the Director's designee  
The Chief of the employee's Office or Division, as appropriate

**Advisors :** General Counsel  
Director of Finance

The Personnel Evaluation Board shall meet on the call of the Chairman. The Chief, Special Activities Staff, Office of Personnel will be the Executive Secretary of the Board.

2. The Director of Personnel may refer cases involving a question of suitability for Agency employment to the CIA Personnel Evaluation Board for consideration and advice. In evaluating such cases the Board will be guided by the provisions of [redacted] Employee Conduct, and other Agency issuances relating to employee conduct and suitability. The Board

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shall endeavor to achieve a reasonable degree of uniformity in the application of Agency suitability standards and also a reasonable consistency in the handling of such cases. It is emphasized that the Board is not intended to relieve Agency supervisors of their inherent supervisory responsibility for evaluating either the work performance or on-the-job behavior of their employees, but is intended to advise the Director of Personnel in the matter of resolving questions of off-the-job conduct and general suitability, for which supervisors cannot usually be held accountable.

3. In order that the Personnel Evaluation Board may function as intended, it is essential that the Director of Personnel be informed of all employee cases in which there is any question of the individual's suitability for continued Agency employment so that, if he deems it appropriate, he may refer such cases for consideration by the Board. Consequently, each of the addressees are directed to bring to the attention of the Director of Personnel (with concurrent notification on an Eyes Only basis to the Deputy Director concerned if not originated by him) any such cases of which they are aware or which may come to their attention. Illustrative of such cases are those involving the excessive consumption of alcohol, cases of excessive or unmanageable private indebtedness, cases of poor or undependable attendance, cases involving unusual family or marital difficulties, cases of immoral behavior, and cases involving unusual personal behavior of such a nature as to raise a reasonable doubt as to the employee's mental or physical health.

4. In the course of its review of cases which may be referred to it by the Director of Personnel, the Personnel Evaluation Board shall be attentive to instances of supervisory failure, especially failure to report a problem situation or to take such timely and effective disciplinary action as may lie within the authority of the responsible supervisor. If in the opinion of the Director of Personnel such action is warranted, reports and recommendations for corrective action shall be forwarded to me.

(Signed) Marshall S. Carter

Marshall S. Carter  
Lieutenant General, USA  
Deputy Director

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Approved For Release 2002/08/14 : CIA-RDP84-00780R000600080001-9

### ROUTING AND RECORD SHEET

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SUBJECT: (Optional)

FROM:

D/Pers  
5E-56 HQ

NO

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director for Support  
7D-26 HQ

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ADD/S

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